

*Chemo-Sept*  
28 September 1978

## LETTERS OF INSTRUCTION

The Letter of Instruction (LOI) is one of the standard elements of the Agency's personnel evaluation system. The LOI is a statement of duties, specific work objectives, and career development objectives which are agreed to by the supervisor and the employee. It is intended to define key targets for achievement meriting special attention and effort by the employee. It also serves as the document on which the employee's next fitness report will be based. Easily one of the greatest virtues of the LOI is that it stimulates employee-supervisor dialogue about work and personal goals and provides a means to ensure mutual understanding of the needs and objectives of both parties.

Generally, an LOI will cover the one-year period between fitness reports. However, circumstances such as a change of assignment or remedial action associated with poor performance usually require modification of the existing LOI or preparation of a special or shorter-term LOI. If a supervisor and employee cannot agree on an LOI, the office career development officer is responsible for resolving the differences.

The LOIs prepared in this office should--at a minimum--address three factors:

- a. Description of Duties. The duties described in the LOI are the same duties that appear on the employee's fitness report. These duties are basically standard for the different categories of employees in OIA; for example, imagery analysts, graphics analysts, secretaries.
- b. Specific Work Objectives. This section of the LOI should list and describe the specific major work objectives to be completed by the employee in the next year. Factors related to quantity, quality and timing should be included when possible. It should be understood that the specific work objectives cannot be all-inclusive, and that new substantive topics or changes in priorities could cause the objectives to be modified.
- c. Personal Development Objectives. This section of the LOI should describe goals and actions designed to help the employee develop his personal skills, traits, and knowledge so he can achieve his maximum potential in present and future assignments. Actions can include academic training and subject or area familiarization, as well as changes in assignment, either permanent or temporary. Goals relating to such things as work attitude and interpersonal relationships can also be included.

ADMINISTRATIVE-INTERNAL USE ONLY

Approved For Release 2002/06/14 : CIA-RDP82T00285R000100240005-4

New LOIs are to be written, discussed, and signed within two weeks of an employee receiving a fitness report. The fitness reports are to be initialed by the employee's supervisor in the upper right hand corner to acknowledge this action has been taken. The office personnel officer is responsible for checking each fitness report to ensure a new LOI has been prepared. When a special LOI needs to be prepared due to factors such as a significant shift in work assignments, a change of duties, or poor performance, it is incumbent upon the supervisor to do so. The office director is responsible for certifying to the NFAC Career Service Board, within 60 days after the completion of annual scheduled fitness reports, that all LOIs for the grade level in that period have been reviewed and revised as necessary.

Approved For Release 2002/06/14 : CIA-RDP82T00285R000100240005-4

ADMINISTRATIVE-INTERNAL USE ONLY